Appendix A:
County of Los Angeles Public Library
Collection Policies

COUNTY OF LOS ANGELES PUBLIC LIBRARY

COLLECTION DEVELOPMENT SERVICES

COLLECTION POLICIES

This attachment contains the policies governing the development of the County Library's materials collection. Included are the following items:

Materials Collection Mission
This is the Library's basic collection philosophy.

Materials Collection Vision Statement
The Vision Statement expands on the Collection Mission.

Collection Development Goals Statement
This statement includes the Library's goals for its collection.

Materials Selection Policy
This policy outlines the County Library's methods and criteria for the selection of materials for its collection.

Library Bill of Rights
The American Library Association's Library Bill of Rights underlies the County Library's collection policies.

Shelley Ekeroth
Collection Development Coordinator

December, 2003

COUNTY OF LOS ANGELES PUBLIC LIBRARY
COLLECTION DEVELOPMENT SERVICES

Materials Collection Mission

The County of Los Angeles
Public Library
materials collection
reflects the needs of
local communities and
supports lifelong learning by
offering broad and relevant
collections to meet the
informational, educational, and
recreational interests of
a highly diverse public.

December, 2003

COUNTY OF LOS ANGELES PUBLIC LIBRARY

Materials Collection Vision
Statement

The County of Los Angeles Public Library is a network of community-focused libraries with strong, well-developed, accessible, decentralized collections of diverse materials. Staff at community libraries build and maintain collections relevant to the needs of local customers, while the library as a whole offers an in-depth and comprehensive subject collection. The collection incorporates emerging formats and innovative means of information delivery.

The County Library, through its collections, services and staff, supports lifelong learning and enhances the quality of life of the communities served. Library users will find a broad and relevant collection reflecting their varied informational, educational, professional, recreational, and cultural needs. The materials collection is responsive to customer demand, providing current works as well as those with enduring value. The collection reflects the ethnic diversity of the population, social trends, and the changing developmental needs of young people.

The County Library distributes materials through the community libraries to provide better access to all. To expand the quality and depth of materials available to all customers, the entire collection is enhanced by special collections and resource centers. The collection is brought together through a shared online public access catalog, an effective delivery service, and knowledgeable and expert staff.

The materials collection is the library's primary resource for delivering excellent customer service. A strong, well-funded collection, supported by a flexible infrastructure, is a vital part of the library's mission to satisfy the public's need to know. A broad and relevant collection is at the heart of the County of Los Angeles Public Library and goes hand-in hand with excellent customer service.

December, 2003

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│   COUNTY OF LOS ANGELES PUBLIC LIBRARY                       │
│   COLLECTION DEVELOPMENT SERVICES                           │
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Collection Development Goals
Statement

By allocating a budget that ensures the growth and continued development of the materials collection, the County of Los AngelesPublic library will:

- Build strong, accessible, decentralized collections in a variety of formats that reflect the needs and interests of the local communities.

- Provide a wide range of materials of interest to customers of all socio-economic backgrounds and of all ages and educational needs.

- Develop a collection that reflects the cultural, linguistic, and ethnic diversity of Southern California.

- Offer a balance of viewpoints in a collection that is both current and provides historical perspective.

- Maintain and develop specialized collections and resource centers that enhance the depth and quality of the overall collection of all libraries.

- Offer information resources available in a variety of current and emerging formats.

In order to enhance customer access to the materials collection, the County of Los Angeles Public Library will:

- Strengthen its collection through networking and resource sharing among County of Los Angeles Public libraries as well as with other library jurisdictions.

- Ensure efficient and timely delivery of materials and information to meet customers' needs.

- Evaluate and incorporate emerging technology that enhances and expands resources available to the staff and the public.

- Provide an effective framework, including technical staff, training and equipment, to support the daily operations of the County Library's collection development program.

- Maintain a coordinated and integrated collection development program, while providing training and support for staff to develop collection and reference expertise.

- Maintain an ongoing program of collection management through regular maintenance of the collection and preservation of materials.

December, 2003

MATERIALS SELECTION POLICY

The County of Los Angeles Public Library serves one of the nation's most culturally, economically and socially diverse regions. The Library selects materials which best serve the needs of its varied and complex public.

The Library makes available a broad and relevant collection for information, education and recreation, in formats that include over 9,000,000 books, magazines, videos, cassettes, compact discs, and electronic materials.

The Library makes a positive effort to provide materials of interest to people of differing ages, ethnic groups and lifestyles, in English and other languages.

The Library affirms the public's right of access to a broad spectrum of reading, listening and viewing materials. In compliance with the American Library Association's Library Bill of Rights, the Library makes available sound factual data and honest opinion representing all points of view on topics of public interest and importance.

METHOD

The County of Los Angeles Public Library selects materials based on recommendations from the public, reviews in the media, examination materials from publishers, and the subject knowledge and expertise of library staff.

Librarians select materials for each community based on their knowledge of the diverse needs of their customers and the local library's collection. Resource centers and special collections enhance the Library's ability to provide information.

No materials are excluded or removed from the Library on the basis of the author's race, nationality, or political, social, or religious beliefs. Materials dealing with controversial views are judged as entire works, not on isolated passages or sections.

The Library selects materials that are pertinent, representative of divergent needs, and responsive to customer demand. The Library provides current materials as well as standard authors, titles and subjects.

CRITERIA

The County Library staff considers these and other factors in selecting materials:

- Accuracy and impartiality
- Appropriateness for age
- Availability of the subject in the Library
- Cost
- Currency of information
- Inclusion in standard bibliographies or indexes
- Permanent value as a standard work
- Physical durability, attractiveness and technical merit of the format
- Popular interest or demand
- Quality of organization, readability and style
- Relevance
- Reputation of the author, publisher or producer
- Social significance
- Uniqueness or special features

FORMATS

The Library purchases many types of materials including:

- Books
- Magazines and Newspapers
- Compact Discs
- Audiobooks
- Videos
- DVDs
- Software
- Electronic Materials
- Microforms
- Pamphlets and Maps

December, 2003

LIBRARY BILL OF RIGHTS

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services:

1.   Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

5.   A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

December, 2003

Appendix B:
County of Los Angeles Public Library
Business Automation Plan:
Fiscal Year 2003-2004

COUNTY OF LOS ANGELES PUBLIC LIBRARY

BUSINESS AUTOMATION PLAN

Fiscal Year
2003-2004

February 28, 2003

PUBLIC LIBRARY

MISSION STATEMENT

The County of Los Angeles Pubic Library is a network of community-focused libraries that meet the informational, educational, and recreational needs of a highly diverse public. We are committed to supporting lifelong learning and knowledge through self-education. Our helpful and expert staff provides information and quality service and programs in a welcoming environment. We offer a broad and relevant collection, and our expanding information networks use current technology. The Public Library is in the business of satisfying the customer's need to know.

MAJOR PROGRAMS

Public Services

Public Services provides direct public service to customers to meet their informational, educational, cultural, and recreation needs at 84 community and regional libraries and four bookmobiles, and through telephone and mail service from specialized central services. The Public Services program serves customer needs through circulation of books and materials, answering of reference questions, provision of meeting rooms, and specialized programs such as homework centers, children's reading programs, public access to Internet and support to literacy tutoring.

Support Services - Facilities

Support Services - Facilities provides for the general maintenance and expenses for the operation and support of 84 libraries including building maintenance and repair, grounds maintenance, custodial services, trash, disposal, utilities, lease payments, procurement and warehousing of supplies, delivery of books and supplies to libraries, and contracting for services from other county departments and private vendors.

Information Systems

Information Systems provides for the strategic planning, management, operation, and support of computer, data network, telecommunications, office automation and wireless systems including public access to library materials through the integrated library and on-line public access catalog systems and public access computers. This program also acquires, catalogs, processes, and distributes library materials for customer use at community libraries, and secures materials for public use not available in the Public Library through inter-library loans.

Library Materials

Library materials program provides for the purchase and processing of books, periodicals, videotapes, and other items for circulation to the public and for answering reference questions from customers.

Administration

Provides management direction through finance, budget, human resources, cost accounting, city relations, legislative monitoring, capital planning and other support services.

INFORMATION TECHNOLOGY MISSION

To ensure that the Public Library information systems are aligned with the business needs of the Library and effectively support its mission.

BUSINESS GOALS

The Public Library considers information technology (IT) a key component of its service plan to address the

information needs of the County's residents. Public services are enhanced through IT. Departmental awareness and executive commitment to information technology are evidenced by the Public Library's mission statement and the fact that the Department has established responsibility for IT at the Assistant Director level.

1.0   *Have a broad and relevant collection.*
- Establish on-line links to other library jurisdictions to enhance and expand the strengths of our collections and improve access to a wide range of information.
- Maintain a fully functioning integrated library system, including Web access to catalogs, library materials acquisition, and use of the system as a platform to access reference databases.

2.0   *Enhance and broaden the quality and delivery of service to youth.*
- Create interactive learning environments to include use of current technology for reference and information for children.

3.0   *Have library service points to meet changing community needs.*
- Provide the public with Internet access to library information and services.
- Ensure that new and expanded library facilities are equipped with appropriate information technology infrastructure needed to provide quality public service.

4.0   *Use appropriate databases, networks, and technologies to support customer service.*
- Initiate planning efforts to replace the Department's obsolete legacy integrated library system which supports core library business operations including the circulation and acquisition of library materials, library catalog, and access to online reference databases.
- Establish links to information systems in Los Angeles County and other library jurisdictions that improve Departmental effectiveness, productivity, and strengthen reference service to the public.
- Ensure computer literate workforce through technology training.
- Implement a knowledge database application to provide enhanced end user support for business software.
- Replace dumb terminals with NT/Windows 2000 workstations to provide a platform for future software enhancements.

Alignment of Department Goals to County Strategic Plan Goals

Department Business Goal	County Strategic Goal
1.0 Have a broad and relevant collection. 2.0 Enhance and broaden the quality and delivery of service to youth 3.0 Have library service points to meet changing community needs	Goal One: Service Excellence – Provide the public with easy access to quality information and services that are both beneficial and responsive.
4.0 Use appropriate databases, networks, and technologies to support customer service	Goal Two: Workforce Excellence – Enhance quality and productivity of County workforce. Goal Three: Organizational Effectiveness – Ensure that service delivery systems are efficient, effective and goal oriented.

PLANNED FISCAL YEAR 2003-2006 I/T STRATEGIES

1.0   Strategic Planning

Support Business Goal: Use appropriate databases, network, and technologies to support customer service.

As instructed by the Board and the CAO, the Public Library is updating its Strategic Plan in conjunction with the County's new Five Year Strategic Plan. This revised strategic plan will consider how to develop financing sources, and revise our service delivery model to ensure the best possible programs and services to children, adults, and our communities. Information technology is a key component of public library service. The Department has formed a working group as part of the its strategic planning process to study the use of modern technology to enhance service to the public and improve organizational effectiveness.

2.0   Library Technology Infrastructure

Supports Business Goal: Use appropriate databases, networks, and technologies to support customer service.

During the next three years the Department will complete the information technology and telecommunications infrastructure planning required to support the development for several new and replacement library facilities in accordance with County Network Standards. The Department is also considering the feasibility of wireless technology.

3.0   Integrated Library System Replacement Project

Supports Business Goal: Use appropriate databases, networks, and technologies to support customer service.

The Library needs to replace the existing integrated library system, with a new system with graphical interfaces which provides increased functionality for customers and staff. The Library will initiate planning efforts to replace the legacy system, which provides for the registration of library customers, circulation and acquisition of library materials, catalog of library material items and related inventory controls, fines and fees accounting, and customer-placed requests processing. The system also serves as platform to access a variety of online reference databases. This system was implemented in 1988 and has undergone several upgrades over time, but is nearing the end of its useful life. The project will cost an estimated $6.1 million, and will take several years to complete. Funding is included in the Department's Official Budget request.

Project activities include replacement of 329 dumb terminals and 771 outdated workstations with Windows2000 workstations, identifying critical functionality priorities for the new system, developing the project plan, identifying resources (staffing, funding, etc.) to accomplish the project, creating system requirements and other documents for the purchasing process, evaluating bids, contract negotiations, developing a detailed implementation plan, updating and quality control on existing data files to ensure integrity and consistency of data before conversion, data conversion, staff training, system implementation and acceptance testing.

The new system will meet County goals and IT strategic directions for Web-enabled public access to County data and services.

4.0   Computer Replacements

Supports Business Goal: Use appropriate databases, networks, and technologies to support customer service.

Replacement of outdated business and public access computers is essential for providing the public with the tools needed to access information in electronic formats and maintenance of business operations. Limited funding of $50,000 is included in the Public Library FY 2003-2004 base budget request. Funding of $579,000 to replace outdated computers is included in the Department's FY 2003-2004 official budget request.

5.0   Library Material Security System Replacements

Supports Business Goal: Use appropriate databases, networks, and technologies to support customer service.

Replacement of outdated library material security systems is required to prevent the theft of library materials in newer formats such as CDs and DVDs. The estimated cost for this project is $306,000 and will take approximately 3 years to complete. Funding of $175,000 is included in the Department's FY 2003-2004 base budget request.

6.0   Circulation and Reference Desk Replacements

Supports Business Goal: Use appropriate databases, networks, and technologies to support customer service.

Replacement of existing circulation and reference desks, most of which are over 30 years old, with furniture that is designed to incorporate new technology. The estimated cost for this project is $2,710,000. Funding of $150,000 is included in the Department's FY 2003-2004 base budget and the balance is included in the official budget request.

7.0   E-mail Standardization

Supports Business Goal: Use appropriate databases, networks, and technologies to support customer service.

Currently, the Department is required to maintain two separate and incompatible e-mail programs since some staff only have access to terminals which will not support GroupWise. A project is in progress to replace 200 remaining staff terminals with computers to allow operation of a single e-mail system. However, sufficient funding has not been identified to fund the total replacement of the terminals. This will improve business communications and enable document sharing and file transfer capability which is not available with the existing terminal based e-mail application. Funding to complete this project is included in the official budget request.

8.0   Provide Effective Maintenance and Support for Existing Applications

Supports Business Goal: Use appropriate databases, networks, and technologies to support customer service.

Providing effective and efficient maintenance and support for existing IT applications is a major focus of the Department's IT team. During FY 2001-2002 the Department implemented the use of Service Center software to track end user support requests. In FY 2003-2004 the Department will enhance end user support through the addition of a technical and application support knowledge database. The Department also plans to automate the trouble-ticket reporting process by providing

a Web-enabled application which will allow end users to create online problem reports and status tracking.

In order to improve service to both internal customers and the public, the Department plans to reorganize its end user support by consolidating the Integrated Library System and PC Support help desk functions. Planning efforts are underway to implement this reorganization in conjunction with the Department's strategic planning process.

9.0   Internet/Intranet Applications Development

Supports Business Goal: Use appropriate databases, networks, and technologies to support customer service.

This project supports the County's strategic plan to deliver services via the Intranet through the creation of Web-enabled Intranet applications to support internal operations by providing online access to policy and procedures manuals, enhanced readers advisory and information services (reference applications), and office forms.

The Department will embark on a project to enhance the existing County Library website. This project will review the information and services available on the existing web site, and revise many of them to streamline and simplify access by the public. The Children's Services pages will be modified to provide improved access to quality online sources evaluated by Library staff and the Teen section will be enhanced. Better methods to present the Library calendar of events will be explored, to enable customers to more easily find library programs of interest to them in their local community. Also, more sections of the web site will be translated into Spanish, and the Library will explore possibilities for adding community history sections for additional library service areas. The library will continue to explore effective means to provide our customers with additional on-line resources to meet their informational needs, both within the library buildings and through remote access.

10.0   Public Access Computer Connectivity

Supports Business Goal: Use appropriate databases, network, and technologies to support customer service.

New library facilities are being planned to explore the feasibility of providing Internet access for customer-owned laptop computers utilizing both wired and wireless technology.

11.0   Public Access Internet Program

Supports Business Goal: Use appropriate databases, network, and technologies to support customer service.

The Public Library has been providing computers for the public to access the Internet since FY 1998-1999. Since the inception of this program there has been a 354% increase in Internet usage by library customers. In addition to providing Internet access to meet the public's general needs for information and self-education, the computers located at all County libraries provide convenient locations for the public to access online information on County programs and services. In order to meet increased business demands the Department requires $705,000 to purchase an additional 252 public access computers. Funding for this request is included in the Department's Official Budget Request.

12.0   Software Migration to County Standards

Supports Business Goal: Use appropriate databases, networks, and technologies to

support customer service.
In keeping with the County's strategic technology plan the Public Library is studying plans to migrate the Department's business networks from Novell NetWare to Windows NT and convert the standard business software currently in use to the Microsoft Office suite.

Migration plans from Novell NetWare to Windows NT are pending the outcome of the County's Active Directory plans.

The full Microsoft Office Suite and Corel Office Suite are currently being installed on the Department's computers. However, WordPerfect is the only program being used in the Corel Suite because of its enhanced editing features.

Internet Explorer and Netscape are installed on public access and staff computers in order to meet public demand and allow Library staff the ability to provide support to the public. In addition, installation of both browsers is needed for viewing Web pages that are designed for a specific browser.

Due to the recent security attacks on the Microsoft Exchange system, the plan to migrate from GroupWise email to Exchange continues to be evaluated by the Department. Because Microsoft has implemented a number of Visual Basic hooks to Exchange that permit hackers and vandals to create viruses that cause extensive damage, Exchange systems experience significantly greater damage than GroupWise systems. GroupWise does not have Visual Basic hooks which makes it far more difficult to create viruses that cause extensive damage. In addition, GroupWise implements a far more secure address book than Exchange. It is fully encrypted and has a unique API. As a result, even if a virus does affect a GroupWise user, it would not be propagated to additional users and cause widespread damage as it would in an Exchange system and downtime is minimal.

ENTERPRISE ALIGNMENT

GOAL ONE: CONDUCT COUNTY GOVERNMENT ELECTRONICALLY

- The Integrated Library System (ILS) centrally processes approximately 15 million circulation transactions annually received from the County's 84 community libraries and one online bookmobile.

- During FY 2002-2003 the Public Library will replace 230 dumb terminals with Windows2000 workstations to provide a platform for future software enhancements. During 2003-2004 approximately 200 additional terminals will be replaced with computers.

- The Department has implemented a centralized web-enabled photo identification system to allow the issuance of employee identification cards at Library headquarters and the five regional administrative office sites.

- The Public Library's comprehensive Web site provides the public with Internet access to a catalog of over 7 million items and library services.

- The Public Library is participating in the County's electronic commerce efforts by offering fee-based reference services over the Internet.

- The Public Library has implemented a wide area Novell network that links Department headquarters with 7 remote administrative sites. The network allows for collaborative work processing.

- The Public Library currently has 87 facilities equipped with Category 5 cabling, data network, and telecommunications equipment in conformance with County standards.

- The Acquisitions system provides for budget tracking and on-line issuance of purchase orders to vendors for library books and materials

- The Public Library's comprehensive Web site provides the public with 24/7 access to live, assisted reference help.

- The Public Library has created a County-wide informational and interactive Web site for the County's celebration of Cesar Chavez Week. The Library will continue to develop this site and maintain it on an ongoing basis.

- Electronic mail is used to communicate among the Department's 87 facilities, between County Departments, and with other library jurisdictions. Enhanced tools including calendaring and document sharing are available to administrative and supervisory staff at 86 facilities and will be expanded to remaining line staff as funding permits.

- The Document and Information Services Center (DISC) provides centralized access to abstracts and full text copies of magazines, newspaper articles, plays, poetry, essays, and short stories to the public for a minor fee. The center utilizes a Novell network, four high capacity CD-ROM jukeboxes and a fax image server to distribute the information to each of the County's 84 community libraries.

- The Public Library provides a customer-placed request system that allows customers to place requests for library materials through the Internet.

- The Public Library developed an Intranet to allow Web-enabled applications to facilitate access to reference databases and other Library information. The result is improved customer service and quicker on-line access to policy and procedure manuals and routine forms which reduces printing and distribution costs.

GOAL TWO: PROVIDE SECURED ACCESS TO ELECTRONIC APPLICATIONS

- In FY 2002-2003 the Public Library migrated to ISD as its Internet service provider, and installed patron authentication software, which enabled authenticated access to vendor databases and on-line resources for Public Library customers. This network reconfiguration allows library staff secure access to County intranet resources. In FY 2003-2004 Public Library will implement secure remote access to administrative systems and e-mail.

GOAL THREE: UTILIZE ENTERPRISE SOLUTIONS TO MEET COMMON NEEDS

- The Public Library will utilize ISD's County-wide network infrastructure for data communications. This provides the infrastructure required to support the development of Internet/Intranet applications that would be available at 87 Department facilities, efficient management of Web-based applications for the public, and enhanced communications between community libraries and other County departments. The Public Library has adopted the Z39.50 protocol which allows the Department to share library catalogs with other library jurisdictions.

- Service Center

The Public Library has implemented the Service Center help desk software program to automate the process of recording and tracking IT help calls.

- The Public Library in conjunction with Parks and Recreation Department and ISD has implemented an integrated Web-enabled Internet Management System for public access computers that provides for online computer reservations, filtered Internet access for minors, session control and print management. This system is scaleable can be utilized by any County department that plans to provide public access Internet computers. Initial funding for this project was provided by the Information Technology Infrastructure Fund.

- The Public Library takes advantage of the County's master purchase agreements for the acquisition of hardware, software, and technology services. In addition, the Public Library collaborates with other County Departments and agencies to obtain additional volume discounts.

GOAL FOUR: *IMPROVE THE IT SKILLS OF THE COUNTY WORKFORCE*

- The Public Library is committed to developing the technology competence of both line and IT staff. Commercial vendors and in-house trainers are utilized to present training on core business applications, Internet search techniques, office applications, and technology support issues to ensure a well prepared staff. In addition, a Technology Training Center has been established to provide hands-on classes in a proper environment. A computer-based system is utilized to track employee training.

FY 2003-2004 IT STAFFING

The Public Library faces unique IT challenges in serving a geographically diverse organization of 87 facilities located across a 3,000 square mile service area. The Public Library currently operates a 24 x 7 data center that supports a network of over 565 terminals, 535 Windows NT/2000 workstations, over 1,000 staff and public access computers, multiple servers and local area networks connected via a wide area network. In addition to standard business computers, the Public Library is one of the few departments that provide public access computers.

Over the past three years the Department has added over 500 computers and an additional 231 computers will be installed in FY 2003-2004. In order meet increased workload and reduce backlogs the Public Library's FY 2003-2004 budget request includes funding for an existing ordinance Data Systems Analyst I (1.0) position. This position will used to conduct systems analysis and design, routine network maintenance, system configuration, and end user support.

FY 2003-2004 INFORMATION TECHNOLOGY PROJECTS

The Public Library will begin efforts on new projects subject to available funding. Project profile reports are attached.

1.0   Integrated Library System Replacement Project

2.0   Library Materials Security System Replacement Project

3.0   Library Website Redesign

I/T ORGANIZATION ASSESSMENT

Organizational Structure

The Public Library provides library service for the public through a network of 84 community libraries and 4 bookmobiles for 51 cities and the unincorporated area. The Department is organized into four major organization units: Executive Office, Public Services, Finance and Planning, and Information Systems. The Public Library's information technology function is managed by Information Systems. Information Systems has 30 positions and is organized into three organizational units: Information Systems Administration, Automated Circulation Systems Operations, and Information Technology Services. The department operates a 7-day/24 hour data center and supports approximately 565 terminals, 1,735 computers, and multiple local area networks. Wide area network and data center operations support is provided by the Internal Services Department.

Public Library
Information Systems
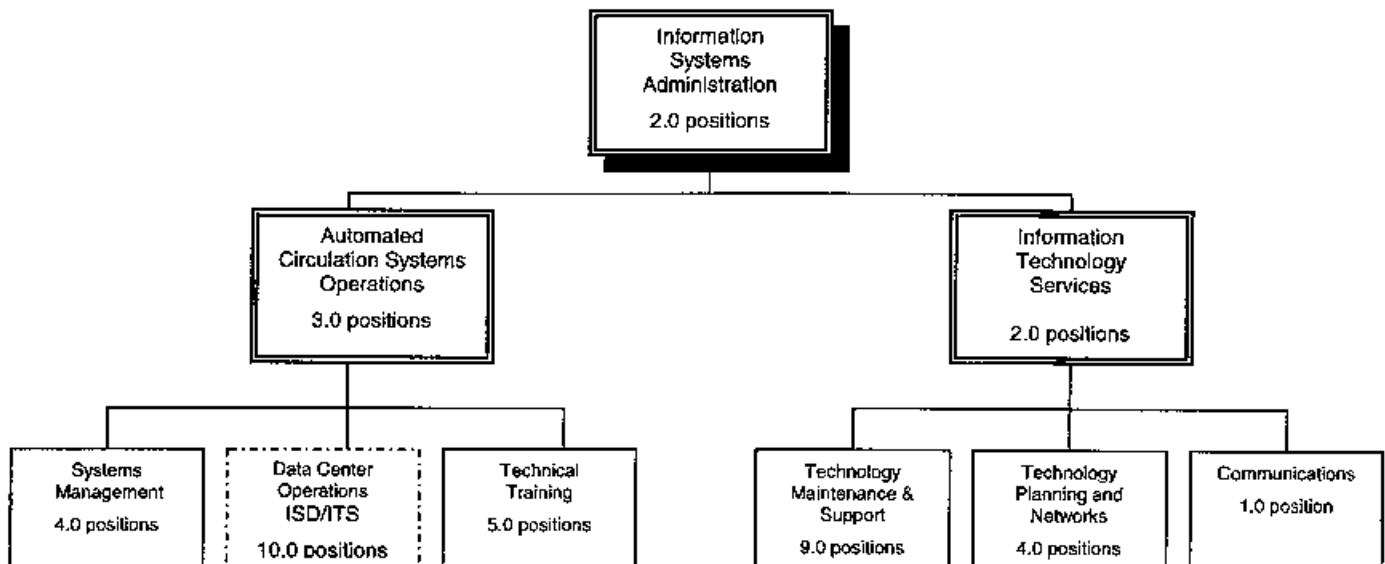
Information Systems Administration

This executive level unit is responsible for overall management of the Department's IT resources, including IT strategic planning, technology development for new facilities, budgeting, management of the Automated Circulation System Operations and Information Systems Sections, data security, technology acquisitions, and coordination with senior managers, other County departments, and outside agencies for program planning and IT decision-making.

Automated Circulation System Operations

The Automated Circulation System Operations Section manages the Department's mission critical library circulation, acquisitions, and library catalog system, data center operations, wide area network and Internet services, and technology training for mid-range systems applications. This section also participates in the Public Library's overall budget planning and management process for technology, conducts cost/benefit

studies for technology projects and participates in the Department's IT strategic planning process and data security program.

- <u>Systems Management</u>

  The Systems Management unit tests and configures the application and network software to meet the needs of community libraries, Public Service's management and Technical Services, provides standard and customized system reports and help desk support to library staff, determines hardware configurations for terminals, computers, and peripheral equipment used with the system, and coordinates the provision of Internet service. The unit also configures and provides Help Desk support on the Internet Management software.

- <u>Technical Training</u>

  The Technical Training unit provides training for all levels of Library staff on the functions and modules of the Integrated Library System (including circulation, catalog, and acquisitions software) and on the Internet Management software. The unit also drafts system related procedures and manual sections, and provides help desk support to staff.

- <u>Data Center Operations</u>

  The Data Center Operations unit, which is staffed by contract ISD personnel, manages the operation of the Department's mid-range computing data center on a 24 hour, 7-day basis and provides field support for network and terminal equipment. This unit receives direction from the ACS Section Manager and works closely with the Systems Management unit.

Information Technology Services

The Information Technology Services Section provides end user and public access computing support, application and Intranet development, design and support of local area networks, and telecommunications management. This section also participates in the Public Library's overall budget planning and management process for technology, conducts cost/benefit studies for technology projects and participates in the Department's IT strategic planning process and data security program.

- <u>Technology Maintenance and Support</u>

  The Technology Maintenance and Support unit provides hardware and software maintenance, system configuration, help desk, and technical support for the Department's public access and business computer systems.

- <u>Technology Planning and Networks</u>

  The Technology Planning and Networks unit is responsible for the planning, design, research, development, implementation and maintenance of Novell based Local Area Network (LAN) and Wide Area Network (WAN) systems, systems analysis and design, micro/mainframe integration and application development.

- <u>Communications</u>

  The Communications unit has department-wide responsibility for planning, and coordinating the design, implementation and maintenance of premises systems wiring, telephone systems and wireless communications. This unit also conducts cost/benefit studies for new systems or modifications to existing systems and participates in the management of the Department's telecommunications budget.

Organizational Assessment

The Public Library considers information technology (IT) a key component of its service plan to address the information needs of the County's residents. Public services are augmented through IT. Information Systems provides a comprehensive information technology team, which provides support for over 1,600 staff plus public access computer users located at 87 facilities located throughout Los Angeles County. The Department has an integrated approach to support of its on-line public access, circulation, and catalog system, network infrastructure, LAN/WAN implementation, web-development and hosting, e-commerce, and business systems which utilizes a combination of in-house staff and outsourcing.

This rapidly changing IT environment presents significant challenges for the Department in retrofitting aging facilities with current technology infrastructure, development of new skill sets for community library and IT staff, and managing the support for a constantly increasing base of computers and new applications. To help meet this demand the Department has obtained grants for information technology infrastructure and public access computers. However, there are still significant unmet needs for IT, most notably, the need to replace the Department's Integrated Library System, replacement of outdated staff and public access computers, and additional technical support staff.

Strengths

- Departmental awareness and executive commitment to information technology is evidenced by the Public Library's mission statement and IT budget which represents approximately 9% of available resources. The Public Library recognizes the importance of information technology and has placed responsibility for IT management at the Assistant Director level.

- The Department has centralized the management of Information Technology in one branch which improves project coordination and organizational effectiveness.

- IT staff are knowledgeable in both hardware and software support. The ACS Help Desk provides prompt assistance for staff on the mission critical Integrated Library System and on the Internet management software. Hardware/network assistance is provided during all hours that libraries are open to the public (7 days) and software assistance is provided 6 days per week. The Information Technology Services Help Desk provides computer support for staff during business hours on a 5-day basis.

- Outsourcing is a key element of the Department's IT strategy. Currently, the Public Library contracts for the Integrated Library System software and support, Internet access, Web hosting and development, DEC terminal maintenance, data center operations (ISD/ITS), and additional technical support staff for special projects such as high-volume workstation deployments and systems development.

- The Public Library has installed help desk software to automate the process of recording and tracking IT help calls.

Weaknesses

- The Department is understaffed to support current and future technology requirements. However, limited funding prevents the Department from adjusting the number of IT positions to match the workload.

- Recruitment for IT staff is difficult. Lack of updated class specifications for the IT series, compensation that is adequate to keep pace with the industry trends, and lack of a coordinated Countywide system to schedule frequent examinations for IT positions have hindered the County's ability to recruit and retain IT staff. The Department is actively participating in the interdepartmental working group to develop the new class specifications for the IT series.

Security Assessment

The Public Library has increased efforts to improve security for information technology resources and data as part of its business continuity planning.

Strengths

- The Public Library has assembled a Departmental Computer Emergency Response Team (DCERT) and has designated a Departmental Computer Information Security Officer (DCISO) in accordance with County Guidelines.

- The Department actively participates on the Information Security Steering Committee (ISSC)

- All critical Departmental applications require user name and password challenges for logon.

- All servers are located in locked rooms with access controlled by a card entry system.

- Public access computers and peripherals are secured with security cables and padlocks to prevent theft.

- The Public Library is presently developing a strategy for providing remote access to business applications using Secure ID Cards.

- The Department's 24/7 Data Center is equipped with a 75 KVA Uniterruptible Power Supply, emergency generator, three dedicated air conditioning units, and a Halon fire protection system. In addition, daily and weekly backup tapes for the mission critical Intergrated Library System are stored with an offsite data storage vendor.

Weaknesses

- Budget constraints prohibit the utilization of hot or cold sites for business continuity purposes.

- Dedicated locked rooms or closets for network and telecommunications equipment are not available at many of the Department's 87 facilities.

- Staffing constraints and workload prevent the Department's participation on several of the County's data security committees.

- The Department's data center is not currently located in a seismic resistant structure, however the Public Library plans to relocate to the County's new consolidated data center upon completion.

Applications Assessment

The Public Library's computer applications support the Department's mission to meet the informational and educational needs of a diverse public and the County's goal to conduct County business electronically. Public access computers located at all County libraries provide customers with access to local, state, and federal government information over the Internet, on-line reference databases, a variety of self-education programs, and personal productivity software.

Strengths

- FYI – e-Commerce

  The Public Library's For Your Information (FYI) e-Commerce application provides the public with the ability to order fee-based reference services over the Internet. This application is current and no further development is required. However, the Department plans to assess the advantages of migrating from the current platform to the Countywide solution currently under development.

- Web-enabled Library Catalog

  A Web-based version of the library catalog of over 7 million items, access to reference databases and links to educational and reference site is available through computers at each community library and over the Internet. This application is updated on a regular basis. In addition, the Department's library catalog is accessible by other library agencies that utilize the Z39.50 protocol.

- Training Management System

  The Department has implemented a new system to track and monitor staff training which utilizes Peopleware Pro software. The new system provides human resources staff with the necessary tools to monitor training requirements and utilization for each staff member and provides enhanced reporting capability.

- Photo ID System

  The Department has implemented a centralized web-enabled photo identification system to allow the issuance of employee identification cards at Library headquarters and the five regional administrative office sites.

Weaknesses

- Integrated Library System

    The integrated library system software, which is licensed from SIRSI, provides the library functionality to register borrowers, circulate items to the public, provide the on-line library catalog, and to track the acquisition of library materials. The system is primarily uses a text-based interface. The vendor is replacing the older software with a new Windows-based client and a new server. The Department needs to migrate to a new integrated library system to provide staff with increase functionality and a graphical user interface, and to provide customers with enhanced functionality on the Web catalog. The Department plans to replace the terminals with Windows 2000 PCs, and to replace the servers and system software provided that funding can be found for this conversion effort.

- E-mail

    Currently the Department is required to support separate and incompatible e-mail systems due to and the fact that there are an insufficient number of staff computers. However sufficient funding has not yet been identified to fund the total replacement of staff terminals with computers.

- Inventory Control System

    The Public Library utilizes a Microsoft Access database for inventory control purposes. This system is outdated and does not meet current and future requirements. The Department plans to evaluate the use of Asset Center software as a possible replacement for the existing application.

- ACC-PAC

    The Department's warehousing management and supply system is outdated and needs replacement. In addition, the software manufacturer has ceased providing maintenance updates for the system. The Public Library plans to explore the feasibility of replacing the current system with a Web-enabled system that would provide on-line access for staff via the Intranet.

Technology Training Assessment

The Department is committed to developing a computer literate workforce and improving the skills of our IT staff.

Strengths

- A computer-training lab has been established at Department Headquarters which provides hands-on training classes on library operations software, business applications, and the Internet. Training is conducted by a combination of library staff and contract trainers.

- The Department takes advantage of office application software training provided for Local 660 members through Comp-USA.

- Public Services staff have developed customized courses for reference staff on Internet searching techniques.

Weaknesses

*   Fiscal constraints have required the Department to reduce the funding available for technology training in FY 2003-2004.

Infrastructure Assessment

Strengths

*   The Department completed a multi-year program to replace outdated Category 3 data cabling with Category 5 cabling and install digital data network and upgrade telecommunications systems install at 87 Department facilities in order to increase network performance and comply with County standards.

*   The Department switched to ISD as the Internet provider in 2002/2003, which provides high speed Internet access required for Department operations at 86 locations.

*   Cisco switches have been installed at 86 Library locations, which provide separate VLANs for staff and public devices to enhance data security and allow staff access to secure County resources.

Weaknesses

*   The Public Library lacks funding to replace over 300 outdated terminals with computers. Budget constraints will require the completion of this project to be spread over a multi-year period.

*   Existing circulation and reference desks are unable to accommodate new technology requirements for computers, data cabling, and expanded electrical and will require replacement. Funding constraints will require this program to extend over several years.

TELECOMMUNICATION AND NETWORKING INITIATIVES

Data

As the Department continues to expand the number of public access and staff computers, some additional load will be placed on the network. We plan to add an additional 231 public access and staff computers during FY 2003-2004.

Voice

The Department will explore the feasibility of VOIP systems for the new East Los Angeles Library scheduled to open in FY 2003-2004.

Video

The Department is exploring the feasibility of video conferencing and video streaming systems, however, we have no implementation plans for FY 2002-2003.

Wireless

The Department has a small number of laptops with wireless Internet access for use at offsite meetings and disaster communications access to the County's Emergency Management Information System.

The Public Library has a grant funded pilot project to provide the public with laptops for wireless access to the Internet at the San Fernando Library. The Department is currently working with ISD to secure the related wireless local area network prior to implementation. If this pilot is successful this concept will be expanded to other community libraries.

The Department is exploring the feasibility of providing wide-area wireless connectivity for three bookmobiles that serve rural parts of the County and network access to PDA's for staff use.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

The Public Library has implemented a geographic information system using ArcView software. This comprehensive system is used in the planning process for new and expanded library facilities and includes to Census demographic data and a wide variety of Departmental statistical data. The system is also utilized to map library services area boundaries and to conduct demographic analysis for the development of public service programs. A partial listing of the system's datasets include Transportation Analysis Zones with SCAP socio-economic information, public and private school data, 1990 and 2000 Census data, County Library locations, bookmobile stops and service statisitics, Library service area boundaries for Year 2000 and projected 2020 boundaries, and Thomas Bros. Data. In addition to providing a valuable management information tool for the Department the system can also be useful to other departments that provide municipal services to the unincorporated areas. The Public Library received a National Association of Counties (NACO) achievement award for the GIS system in 2002.

WEB-BASED APPLICATIONS

Web Catalog

The Library's catalog of materials is available as a web-based application on the Internet since 1998. The enhanced Web2 public access web catalog was implemented in July 2001, with the ability for customers to place requests on-line for County Library books, videos and other items. In 2002, the ability for customers to search several licensed on-line databases was added to the web catalog offerings. The Library will continue to explore adding additional functionality to the Web catalog, as well as adding online databases and other resources, as budgets permit.

Photo Identification System

The Department has implemented a centralized web-enabled photo identification system to allow the issuance of employee identification cards at Library headquarters and the five regional administrative office sites. The system utilizes a single client/server networked database that is controlled by the Department's Human Resources Division. The system reduces costs and loss of productivity since staff will only need to travel to Headquarters or the regional office closest to their work location to obtain a photo identification card.

Internet Management

The Library has implemented an Internet Management software program, which allows customers to make reservations, manages customer session time and printing, and which allows parents to decide if their

children's Internet sessions should be filtered. The patron reservation modules and the staff and administrator interfaces are web-enable applications.

Service Center

The Public Library currently utilizes the Service Center help desk system to record and track IT help calls. The Department plans to expand the system through the use of a web-based application which will provide end users the capability to search for a solution to problems in a knowledge database and submit/track trouble tickets.

Tutor.Com

Tutor.com, a web-based live homework help program, is offered at four County libraries to assist students grades 4 through 12 with their after-school studies. The program is offered through a grant from the California State Library.

STORAGE AREA NETWORKS

The Department is piloting SAN technology using a four port SAN Fiber Switch from Qlogic, coupled with an Atto SCSI to Fiber bridge, connected to a 120GB Storage Dimension SCSI disk array. The SAN is managed by a Dell PowerEdge 2650 Server running the Qlogic SAN Manager. A Dell PowerVault Tape Library is used to backup the SAN. This configuration was chosen because of hardware and software compatibility and adaptability with our current hardware and software platforms.

The SAN has not been deployed into production due to the instability of the current storage disks array configuration. Also, we believe that the current version of the SAN software has stability problems. We are currently looking for ways to ensure the availability and integrity of the data. Possible solutions include on and off site redundancy and disaster recovery systems.

The Department plans to fully deploy the SAN by the end of 2003. The SAN will consolidate as much as 100GB of currently unmanaged storage and provide a centralized method of backing up and restoring data. This is contingent upon an acceptable redundancy system being in place in addition to availability of usable SAN-aware software.

The Department considers the SAN solution to be a critical part of its business continuity plan. With that in mind, we emphasized our need for data availability and required that all components be redundant. The SAN solution also includes a tape library. The tape library serves data archival needs and plays a part in any possible data recovery scenario. For minor data recovery events, such as those caused by user errors or virus infections, a real-time recovery method is desirable. Our experience with SAN has shown this to be an extremely useful feature. The ability for a SAN to go back to a point in time and restore specific data instantaneously is invaluable in terms of user productivity. SAN also benefits the data administrator because it provides the capability to more effectively manage data.

A County standard SAN solution would provide departments the capability to control a pool of storage that is guaranteed in terms of data access and recovery. This approach would reduce the high start up cost of SAN for individual departments.

FY 2003-2004 OBJECTIVES

1.0   *Provide information technology infrastructure, support and maintenance to ensure access to library information.*

1.1 Initiate information technology infrastructure planning efforts for the new La Crescenta library in accordance with County standards.

1.2 Conduct analysis and complete information technology plans required for the proposed State Bond Act projects for the construction of East San Gabriel Valley, Acton, Lawndale, Diamond Bar, Duarte and West Hollywood.

1.3 Explore the feasibility of wireless data communications for providing remote access to the Department's integrated library system and the Internet for three bookmobiles serving rural areas of the County.

1.4 Manage the installation and acceptance testing of information technology and low voltage systems for the new East Los Angeles Library currently under construction. The facility is scheduled to be opened in the latter part of FY 2003-2004.

2.0 *Integrated Library System Replacement*

2.1 Replace 200 dumb terminals with Windows2000 workstations, in preparation for the new integrated library system.

2.2 Begin planning efforts for process of replacing the legacy system.

2.3 Begin identification of priorities for functionality in the new system.

2.4 Perform data cleanup activities on existing data files, to ensure consistency and integrity of data for the future data conversion to the new system.

2.5 Continue process of identifying and refining funding requirements for the replacement system.

3.0 *Improve the security of library materials*

3.1 Replace outdated electronic library material security detection systems at a minimum of ten community libraries.

4.0 *Improve the IT skills of library staff.*

4.1 Conduct a minimum of 40 training classes for library staff on core business applications and various modules of the integrated library system and the Internet management system in order to improve end-user skills and increase productivity.

4.2 Schedule training classes to improve the skills of library IT staff in areas such as data security, network management, Cisco switch configuration, and Intranet application development.

5.0 *Improve end user computing support*

5.1 Expand the use of the Service Center help desk program through the use of a Web based application which allows end users to search for a solution to problems in a knowledge database and submit/track trouble tickets.

6.0 *Enhanced Library Website*

6.1 Research web enhancement options, and consult with a group of end users.

6.2 Prepare design requirements for contract vendor.

6.3 Test and review re-designed web pages; submit changes to contract vendor.

6.4 Inform staff and other end-users, and implement enhanced web site.